MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2017/2018

BKM2014 – KNOWLEDGE MANAGEMENT

(All Sections/Groups)

28 OCTOBER 2017
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 4 pages with 5 questions only.
2. Attempt **ALL** questions in Section A and **THREE** out of **FOUR** questions in Section B. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

SECTION A (40 marks)

Margot Brown, World Bank's Director of the Global Operations Knowledge Management Unit (GOKMU) underlined that in an organization the size of the Bank, one of the main challenges is to prioritize as well as to identify and connect the pockets of excellence found in various areas. In her experience, capturing tacit knowledge is straightforward, but capturing qualitative knowledge such as discussions and opinions is much more difficult but extremely important. She informed that the World Bank is developing an action plan on knowledge management, with the objective of improving knowledge management for better development impact at country level. Brown shared the example of the World Bank-led project in Philippines to improve transportation through open data, as well as the World Bank's Open Learning Campus, which has over 250.000 users and 150 Massive Online Open Courses (MOOCs).

On another note, Maria Gonzalez de Asis who is the Manager Strategy and Operations GOKMU and Head of the Global Delivery Initiative shared her experiences with the Global Delivery Initiative, a collaborative effort to create a collective and cumulative evidence base of delivery know-how to inform development practice and improve implementation. The Global Delivery Initiative helps practitioners prepare for and address delivery challenges and unexpected problems throughout implementation. It aims to achieve this by 1) bringing together the existing, but fragmented, knowledge of what works in international development, 2) connecting perspectives, people, and organisations across sectors and regions, and 3) providing a platform for practitioners offering tailored services and products.

The World Bank also launched its 2016 Report on "Knowledge Management in the United Nations system", which highlights best practices, ways and means to implement the report's recommendations. The "Agenda Knowledge for Development" was also presented. Initiated by KMA and supported by a global community of thought leaders, this agenda includes the first set of Knowledge Development Goals and brings a new and integrated view on the challenges and opportunities related to knowledge.

(Adapted from: The World Bank 2017, The World Bank and Knowledge Management: Knowledge for Development Global Partnership Conference 2017, Available from: http://www.worldbank.org/en/events/2017/04/10/world-bank-and-knowledge-management-knowledge-for-development-global-partnership-conference-2017)

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QUESTION 1

(a) (i) Explain the Wiig knowledge management cycle with the aid of a labelled diagram. (10 marks)

(ii) Based on the Wiig knowledge management cycle, recommend **TWO (2)** strategies or actions that the World Bank should undertake with regard to its knowledge management initiatives. The relevant concepts from the Wiig knowledge management cycle have to be applied in your recommendation. (8 marks)

(b) The Intelligent Complex Adaptive System (ICAS) knowledge management model proposes that in order for organisations to survive and compete in today's challenging environment, they need to possess shared purpose, optimum complexity, multidimensionality. Briefly discuss how any **TWO (2)** of these characteristics could benefit the World Bank with relevant examples from the case. (10 marks)

(c) When large organisations such as the World Bank initiate knowledge management projects that involve many stakeholders and countries, it will face some cultural differences and organisational issues. These issues will undoubtedly have a profound impact on the success of these projects.

(i) Recommend and describe any **TWO (2)** types of organisational culture that you believe the World Bank should try to develop with its project stakeholders. Justify your recommendation with reasons from the case study. (8 marks)

(ii) Discuss **ONE (1)** disadvantage for each organisational culture that you have proposed in (c)(i) from the perspective of the World Bank. (4 marks)

(Total: 40 marks)

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SECTION B (60 marks)

QUESTION 2

(a) Compare and contrast information and knowledge. (4 marks)

(b) A large multinational firm is in the process of evaluating a proposal to consider the use of intelligent filtering tools or intelligent agents for its executives and top management. As the knowledge management manager, suggest any **THREE (3)** reasons to support the use of these tools. (6 marks)

(c) The renewal of student visa is assessed based on several criteria which include the cumulative grade point average (CGPA), attendance record and active subject registration. In certain circumstances, a valid justification from the university for cases of non-registration of subjects is required.

The criteria used to approve the student visa renewal applications are the following:

- All applicants must have a cumulative grade point average of at least 2.00, good class attendance record and active registration of subjects in the current academic term.
- Applicants who have a cumulative grade point average of at least 2.00 and good class attendance record but have not satisfied the active registration of subjects in the current academic term requirement will be approved if they have valid justification from the university for non-registration of subjects.
- Those that do not meet the above criteria will be rejected.

Develop a decision table based on the criteria provided. (10 marks)

(Total: 20 marks)

QUESTION 3

(a) A company has implemented communities of practice for close to three years but has found that only a small number of members are active with the majority being relatively passive. Due to this reason, the top management is considering terminating the communities of practice project. In your opinion, should the company terminate this project? Provide **THREE (3)** reasons to support your opinion. (8 marks)

(b) What is knowledge management ethics? Explain. (6 marks)

(c) Knowledge management systems have evolved over the years and are now supporting various key tasks required by executives. Describe any **THREE (3)** key characteristics of knowledge management systems. (6 marks)

(Total: 20 marks)

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QUESTION 4

(a) Explain what a knowledge management audit is. (6 marks)

(b) The Information Systems Department will decide on the approval of new projects based on four criteria. The four criteria are budget availability, good track record of project leader, project scope clarity and timescale appropriateness. New projects that are able to satisfy all these criteria will be approved. Projects that satisfy three out of the four criteria will be placed under the 'KIV' status. Projects that do not meet the specified criteria will be rejected.

Develop a decision tree based on these criteria. (14 marks)

(Total: 20 marks)

QUESTION 5

(a) According to Serenko and Bontis (2016), incentives play an important role when developing a knowledge management strategy in an organisation. If an organisation has moderate levels of knowledge sharing among employees, suggest any **TWO (2)** classes of incentives that were outlined by Callahan (2004) that may be applied. (6 marks)

(b) List any **FOUR (4)** benefits of benchmarking in organisations. (4 marks)

(c) The characteristics of the individual is believed to play a role in knowledge management. Do you agree with this? Provide **THREE (3)** reasons to support your view. (10 marks)

(Total: 20 marks)

End of Paper